

# COMMERCIAL AND INVESTMENT COMMITTEE



**Date: Friday, 27 April 2018**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**10:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Room 128**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

**Open to Public and Press**

### CONSTITUTIONAL MATTERS

**1. Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at*

<http://tinyurl.com/ccc-conduct-code>

**2. Minutes and Action Log of the Commercial and Investment**

**5 - 20**

**Committee held 23rd April 2018**

**3. Exclusion of Press and Public**

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)*

### KEY DECISIONS

**4. Location of New Council Headquarters**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

**OTHER DECISIONS**

**5. Programme Highlight Report - progress of sales to This Land**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

**6. Cambridgeshire 2020 Governance 21 - 26**

**7. Disposal report - item withdrawn**

**8. Finance and Performance report - February 2018 27 - 54**

**9. Committee Agenda Plan, Training Plan and Appointments to Outside Bodies 55 - 60**

**10. Resolutions for This Land AGM - to follow**

The Commercial and Investment Committee comprises the following members:

Councillor Josh Schumann (Chairman) Councillor Anne Hay (Vice-Chairwoman)

Councillor Ian Bates Councillor David Jenkins Councillor Linda Jones Councillor Lucy Nethsingha Councillor Paul Raynes Councillor Terence Rogers Councillor Mike Shellens and Councillor Tim Wotherspoon

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Dawn Cave

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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**COMMERCIAL AND INVESTMENT COMMITTEE: MINUTES**

Date: Friday 23<sup>rd</sup> March 2018

Venue: Room 128, Shire Hall, Cambridge

Time: 10.00am – 1.20pm

Present: Councillors I Bates, A Hay (Vice Chairman), D Jenkins, L Jones, L Nethsingha, P Raynes, T Rogers, J Schumann (Chairman), M Shellens and T Wotherspoon

Also present: Councillors A Bradnam and M Smith (part of meeting)

Apologies: None

**90. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**91. MINUTES AND ACTION LOG OF THE COMMERCIAL AND INVESTMENT COMMITTEE HELD 23<sup>RD</sup> FEBRUARY 2018**

The Committee resolved to approve the minutes of the Committee meeting held on 23<sup>rd</sup> February 2018.

A Member expressed disappointment that his comments regarding the process of disposing of surplus properties to This Land were not included in the minutes. He advised he would be raising these points again under the Portfolio Sale item.

A Member commented that following the Committee meeting in February, the County Council had issued a press release relating to the decision to close Catering and Cleaning Services (CCS), which appeared to imply that all Members had supported the proposal, subject to some concerns about promoting healthy eating. Two Members felt that this was a misrepresentation of the conduct of the meeting.

It was agreed that given feedback Members were receiving from some of the schools which used CCS, it would be appropriate for the Committee to receive a report back, reviewing the process so far, and actions going forward e.g. how schools were being supported in procurement. **Action required.** A Member commented that the issue was not just about schools being assisted with procurement in the initial phases, but also about the disproportionate

burden in terms of management and oversight costs for small schools, and ongoing issues with procurement e.g. monitoring quality and contracts.

Shire Hall – there had been a full and robust discussion at the full Council meeting on 20/03/18 regarding the recommendations made by the Commercial & Investment Committee. The Committee would be pivotal in making many of the Key Decisions relating to the sale and relocation of Shire Hall. The membership of the Shire Hall Working Group was re-confirmed. It was suggested that the Committee should delegate to the Working Group reviewing the information from the two landowners on the two sites which were being considered. It was also agreed that there needed to be a report to the next Committee meeting on the proposed governance. **Action required.**

Members noted the following updates to the Action Log:

Item 51(1) – list of County Council assets by electoral division: whilst this information had been circulated, officers would be revisiting how this information was presented, with a view to producing a more user friendly format.

Item 80 – Workshops: it was agreed that a regular series of workshop dates would be arranged.

Item 83 – the proposal for second valuations was being taken forward, but it had been too late to carry out second valuations for the properties in the Portfolio Sale Schedule being considered later in the meeting.

It was resolved to note the Action Log.

## **92. PROGRAMME HIGHLIGHT REPORT**

The Committee considered the Programme Highlight Report. Members noted that there were few changes since the last report to Committee:

Russell St, Cambridge – application refused by the City Council.

Dubbs Knoll, Cambridge – officers had been advised informally that the application had been refused. An application for non-determination was made on 17/02/18.

Parsonage Farm, Whittlesford – application refused and likely to be appealed by This Land.

East Barnwell Community Centre, Cambridge – this scheme was being

redesigned, based on the Council's standalone site.

Clear Farm, Bassingbourn – this Planning application had not been submitted as the scheme had been put on hold.

Rampton Road, Cottenham – the appeal had taken place, and the result should be known in about 7 weeks' time. The outcome of the appeal could change the value significantly.

A Member observed that many sites had been refused at the planning stage, and asked officers what had been learned so far. This was not just an issue for This Land, as ultimately it would impact on the Council: what were the sticking points, and what mitigating actions were being taken? Officers advised that every site was different, and it was difficult to identify trends. This Land were meeting regularly with planners in both Cambridge City and South Cambridgeshire, to build up a dialogue, and answering questions as soon as they arise. This Land were also building up their expertise of working with local communities, e.g. the public consultation in Soham. It was also noted that at the recent Member workshop with This Land, there had been discussions about how data presented, especially in relation to the 'front page' document presented, and Members' comments had been taken on board to revise this. It was agreed that this document would be circulated as soon as possible. **Action required.**

A Member observed that in terms of trends, at this point, a significant number of prospective units had been refused planning permission, and he asked at what stage this started to impose on the proposed business plan. Officers advised that the business plan was predicated on sales to This Land, not on planning permissions granted.

A Member noted that whilst it had previously been agreed to focus on the 'red' status sites in the report, some contextual information e.g. how many sites were on track, was required. It was suggested that that be included in the covering report, and it was also suggested that the format of report e.g. whether a quarterly, in depth report was the way forward, would be explored further at the workshop. **Action required.**

It was resolved unanimously to:

Note the Programme Highlight report.

### **93. EXCLUSION OF THE PRESS AND PUBLIC**

It was resolved that the press and public be excluded from the meeting for the following two items on the grounds that they contained exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this

information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information).

**94. PROGRAMME HIGHLIGHT REPORT - PAPWORTH**

The Committee considered a report on the disposal of the Old School House at Papworth Everard.

It was resolved unanimously to:

- 1) defer the item until the next meeting.

**95. SALE OF PORTFOLIO OF PROPERTIES TO CAMBRIDGESHIRE HOUSING AND INVESTMENT COMPANY**

The Deputy Section 151 Officer presented a report on properties identified as surplus, recommending their disposal sale to This Land, and to extend the associated financing arrangements.

It was resolved, by a majority, to:

1. to approve the disposal of the properties identified in the schedule (Appendix A, as amended, to the report) to This Land at 'best consideration';
2. to delegate the final terms of the disposal to the Deputy Section 151 officer in consultation with the Chairman of the Committee;
3. that the Committee receive feedback on the effectiveness of the process at the next meeting include checklist in future reports;
4. that the loan financing associated with the portfolio sale, and made available to This Land be increased to £39M – activating further within the overall sum agreed in principle by the Committee in December;
5. that the level of equity the Council is permitted to invest in This Land is increased to £2.037M alongside the foregoing loan finance arrangements.

*(Voting pattern: 6 Members in favour, 4 against)*



**96. TRI-LEP LOCAL ENERGY INVESTMENT AND DELIVERY STRATEGY AND OTHER STRATEGIC ENERGY INITIATIVES**

Members received a report updating them of progress on the strategic energy initiatives that the Council was supporting and developing.

It was noted that in April 2017, the Department for Business, Energy and Industrial Strategy (BEIS) had commissioned three Local Enterprise Partnerships (LEPs) in the East of England, Greater Cambridgeshire, Peterborough and New Anglia and Hertfordshire to develop an area-based local energy investment and delivery strategy covering 38 local authority areas. This strategy will be ready in May 2018 and its aim is to highlight the challenges and opportunities to delivering an energy system that is future for the future. In addition, BEIS is investing £1.29million in a Regional Energy Hub, managed and operated by the Greater Cambridgeshire Greater Peterborough LEP but serving 11 LEP's across the East, South East, London, Milton Keynes and Oxford corridor.

Members noted the background to the proposed concept for a network of smart energy grids in and around Cambridge and the along the guided busway building on the work undertaken to date on the St Ives Park and Ride for a smart energy grid. The concept is not limited to the Greater Cambridge area but can be applied to any park and ride or parking scheme. National policy is driving the electrification of transport and smart energy grids and this concept will help support policy delivery.

Councillor Wotherspoon, as Member Champion for Transport and Health, and as a member of the Greater Cambridge Partnership Smart Places Working Group, commended the report to the Committee. He urged Members to check the screen in Shire Hall reception which helped inform people's travel choices as to the location of buses. Referring to Appendix A of the report, he explained that the electrification of transport was an amazing opportunity to bring together different strands, including the use of the Chisholm Trail for linkage of fibre, and charging points for buses using the busway, and the possibility of using autonomous vehicles. It was a tremendous opportunity for the Council to be a leader in these innovative technologies.

Regarding the project pipeline for energy projects currently planned under the refit 3 programme, a Member question on libraries was raised. Officers advised that the team was working with the Assistant Director of Community and Cultural Services, to identify suitable libraries that would benefit from energy performance contracting.

It was agreed to an item on the concept for a network of smart energy grids is presented at a Member seminar, and also to set up a workshop with County Council, South Cambridgeshire and Cambridge City councillors to share the concept for a network of smart energy grids. **Action required.**

It was resolved unanimously to:

1. note the development of a Tri-LEP Local Energy Investment and Delivery Strategy sponsored by the Department for Business, Energy and Industrial Strategy (BEIS);
2. note the set-up of Regional Energy Hubs sponsored by BEIS from April 2018 to support the delivery of emerging Local Energy Investment and Delivery Strategies across the UK;
3. support, in principle, the concept for a network of smart energy grids, initially on the Council's Park and Ride sites, to support the electrification of transport across Cambridgeshire;
4. support, in principle, the scoping of the outline business cases for the initial projects identified in Appendix B of the report under the recent REFIT3 procurement.

**97. APPROVAL FOR A 'LESS THAN BEST' LEASE TO BE GRANTED TO SPALDWICK PARISH COUNCIL**

The Committee considered a report which requested approval to grant a fifteen year lease at a 'less than best' rent to Spaldwick Parish Council for the Community Room in that village. Comments from the Local Member, Councillor Gardener, were tabled, for Members' consideration.

There was a discussion about what would happen if the school became an academy, in terms of ownership. It was noted that whilst the school used the site extensively and had invested in it, that would not mean that it could be transferred to the ownership of the Academy.

It was resolved unanimously to:

- 1) approve granting a fifteen year lease to Spaldwick Parish Council;
- 2) approve granting of a lease at a peppercorn rent.

**98. PROPOSED BUSINESS CASE TO FUND THE ROOF WORKS REQUIRED AT THE MARWICK CENTRE, MARCH, PE15 8PH**

The Committee considered a report on property issues with a Council owned property which was currently leased to Fenland Area Community Trust

(FACET). A large proportion of the FACET users were funded by County Council.

Whilst FACET was responsible for repairs to the structure, there had been considerable storm damage to the roof. This had revealed weaknesses in other parts of the roof, partly due to poor workmanship in the past. FACET did not have the money to repair it, and the roof was unsafe. An insurance claim was being pursued, but extensive work was being undertaken by specialist investigators, which was taking time. It was therefore proposed that the County Council pay for the work, and reclaim it from FACET.

The Chairman commented that this centre added a huge amount of value to the community and beyond. Further clarity was requested on the Council's building insurance, and whether there had been a claim against that: it was agreed that this information would be circulated to Committee Members.

**Action required.**

If FACET became insolvent, it was confirmed that the asset returned to County Council, although the relevant Council services would have to identify alternative providers for the daycare and other services the Centre currently provided.

It was resolved unanimously:

- a) that in consideration for Cambridgeshire County Council (CCC) paying for the roof works of £92,934.60 plus VAT, if the insurers do not agree a settlement, then FACET pay CCC back a fixed sum over the period of the lease, and no interest will be charged.

**99. REQUEST FROM TENANT TO EXTEND LEASE FOR A FURTHER TEN YEARS AT CENTRE E, 24 BARTON ROAD, ELY**

Members considered a report on whether a ten year lease extension should be granted to the current tenant of Centre E, Youth Ely Hub Charitable Incorporate Organisation (CIO), for a further ten years, at less than best rent. Comments from the Local Member, Councillor Bailey, were tabled, for Members' consideration.

The County Council had leased the building for five years, with effect from 2015, to Youth Ely Hub. That organisation was looking to apply for grants to enhance their facilities, but the limited length of the lease meant that was difficult. Members were therefore asked to extend the lease for a further ten years from 2020. A rent review could be included at that stage.

A Member observed the generous rent arrangements (10% of the rent received) and asked if it was prudent to tie the Council to such an extended lease, and asked whether the services offered, could be offered elsewhere. She added that it would have been useful to have an options appraisal included in the report. It was noted that there would always be an option for the Council to buy out the lease.

Another Member suggested that there was insufficient information provided on which to make a decision, e.g. the summary provided was of *past* users of the facilities.

Other Members observed that there was limited scope for this asset, which was basically landlocked. Its future had been debated at length in 2015, when there had been a discussion about community value versus commercial value. The site's commercial value was limited, but it had considerable community value. The rent review in two years' time was an opportunity to review the future of the site.

It was resolved, by a majority, to:

- a) agree best consideration for future use of the building is to be for Community uses and agree a lease extension until 2030, with a rent review in 2020.

## **100. ESTABLISHING A LOCAL AUTHORITY LOTTERY IN CAMBRIDGESHIRE**

The Committee considered a report proposing the establishment of a Local Authority Lottery model for Cambridgeshire. It was noted that there was a four to six month lead in time to the launch date.

Members were reminded that in December 2017, the Committee had considered a proposal for a local authority Lottery, as part of the wider External Funding Business Plan savings. This proposal also formed part of the Business Plan proposals which were considered by full Council in February.

Thirty local authorities had now adopted lotteries, which help generate significant funding, and reduce pressure on Council service. The potential for the lottery to raise significant funds for good causes was noted. The proposal was to work with an External Lottery Manager (ELM), Gatherwell, but the Council would retain full control.

It was clarified that for each £1 lottery ticket, 60p would support local good causes (with 50p of that 60p being the specific charity of the purchaser's choice), 20p would be for prizes, and 20p for administration, including the ELM's costs and VAT. It was confirmed that the set-up costs were very low, and the only other cost was the annual Gambling Licence fee. Examples of the experiences of other local authorities were noted.

With regard to the assessment of “low reputational risk”, it was noted that Public Health had confirmed that such lotteries fall in to the low risk category for gambling risk, and analysis had shown that only 6% of participants would be from the most deprived communities. Moreover, the maximum amount that could be spent by one individual was £50 per week. It was recommended that the Lottery start immediately, and be trialled for one year.

A Member asked for clarification as to whether the Committee was being asked to take a procurement decision. The Member also noted that the proposal was that charities and good causes would be selected by a Council officer, and he felt that there was a huge opportunity to have an inclusive process, with Members involved. Whilst noting the example of other authorities, he suggested that having some live focus groups would be the best way to ensure the reputational issues were addressed. In response, officers advised that a framework would be created by officers which local good causes would have to work within, and a number of good causes would be selected in time for the launch, but it was envisaged that thereafter, the good causes would grow organically, and reflect what was important to residents.

Officers were working closely with the Communications team to ensure that residents were suitably engaged. With regard to the potential for someone to exploit the system, the modelling would be revisited if this occurred, and ultimately there was no obligation to keep promoting something if it did not work for Cambridgeshire.

In response to a Member question, it was noted that it was not envisaged that the £25K prize fund would be won every week, although for participants, the odds were still better than other lottery models. £25K was the maximum that a local authority lottery was able to offer.

Councillor Wotherspoon advised that he would not be voting on the report as he had moral objections to gambling.

A Member advised that she had dissented from the decision to set this up, not for moral but for public health reasons, because £50 per week was a lot of money for someone on limited means, and could easily result in debt. She asked what would be done if it transpired that this was happening. There were many lotteries operating, and the notion that a Cambridgeshire lottery would empower citizens to think about good causes was derisory.

It was noted that ELM would provide the materials for advertising, and work with the Council’s Communications team to disseminate through scheduled Tweet. The Member commented that whilst supporting the Lottery in principle, he was against the objective of replacing grants. It was suggested that it was more appropriate to say that the Lottery would *supplement* existing grants, rather than offset them, and that the report should be amended appropriately.

In response to a Member question, it was confirmed that the lottery would not cover the Peterborough City Council area.

It was resolved, by a majority, to:

- a) Approve the County Council's proposal to establish a Local Authority Lottery with the model described in the report.

*(Voting pattern: 5 Members in favour, 2 against, 2 abstentions)*

## **101. FINANCE AND PERFORMANCE REPORT – JANUARY 2018**

The Committee considered a report on the financial and performance information relating to the areas within the Commercial and Investment Committee's remit. The appendix was tabled.

In presenting the report officers drew attention to the increased overspend, with a £754K forecast on revenue budgets, an increase of £104K from the previous month.

A Member observed that the Committee was responsible for a number of Traded Services, and suggested that they should therefore behave like mini businesses, with information provided on the increases for Cambridgeshire Music and Outdoor Education, for example.

A Member was disappointed that the Committee was not considering the February end report. The Deputy Chief Executive explained the difficulties in terms of the scheduling of the meeting, the date of agenda publication, and the practicalities of finalising month end figures in time for those dates. This issue had been discussed recently at a Group Leaders' meeting. However, officers could verbally provide an indication of the likely position at February end for most items.

It was confirmed that with regard to Cambridgeshire Music, there was no relationship between the £80K overspend and the requirement for that Service to produce £80K for reserves.

As the appendix had been received late by most Members, it was agreed that Members would contact officers if they had any questions of detail relating to the appendix, after the meeting.

It was unanimously resolved to:

1. review, note and comment upon the report in the appendix.

## **102. COMMITTEE AGENDA PLAN AND APPOINTMENTS TO OUTSIDE BODIES**

Members considered the forward agenda plan for Commercial & Investment Committee.

It was agreed that dates would be identified quarterly, rolling forward, to pencil in the Training Plan and Committee Members' diaries.

A Member requested that all reports should be available for the Chairs'/Lead Members' briefing.

It was resolved to:

- (i) note the Agenda Plan, including the updates provided orally at the meeting;
- (ii) note the Training Plan.

Chairman





**COMMERCIAL &  
INVESTMENT  
COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This is the updated action log as at **28<sup>th</sup> March 2018** and captures the actions arising from the most recent Commercial & Investment Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

<b>Minutes of 24<sup>th</sup> November 2017</b>					
<b>58.(4)</b>	<b>ESPO Trading Company Ltd</b>	Paul White/ Cllr Bates	Paul White and Cllr Bates would look at how the new trading company would report back to its constituent authorities.	The proposal is to update the Committee quarterly using the update report that will be provided to the Shareholder Member representatives after each ESPO Joint Committee meeting.	In progress.
<b>Minutes of 15<sup>th</sup> December 2017</b>					
<b>68.</b>	<b>Business Planning Proposals</b>	Julia Tuner/ Claire Barrett	Invite Cllr Jones to County Farms Working Group meetings.	The County Farms Member Working Group meetings are currently on hold pending the design stage of the rural assets outcome focused review, it is expected that when the options have been fully worked up the review will re-establish this group to work alongside officers in	Ongoing

				assessing the options for a recommendation to C & I Committee.	
<b>Minutes of 26<sup>th</sup> January</b>					
80.	<b>Programme Highlight Report</b>	John Macmillan	Following the 23/02/18 meeting of the Committee it was suggested that a working group session be arranged regarding reporting data.	Series of workshop dates to be arranged.	Completed on 12/03/18
<b>Minutes of 23<sup>rd</sup> February</b>					
83.	<b>Sale of Portfolio of properties to Cambridgeshire Housing &amp; Investment Company</b>	Tom Kelly/ John Macmillan	Review how valuations were assessed for future sites (i.e. second valuation proposal)		In progress
<b>Minutes of 23<sup>rd</sup> March</b>					
91.	<b>Minutes and Action Log</b>	Sass Pledger	Committee to receive a report back, reviewing the process so far, and actions going forward e.g. how schools were being supported in procurement.	Scheduled for C&I Committee on 20/07/18.	
91.	<b>Minutes and Action Log</b>	Shire Hall Working Group/Nikitta Vanterpool	Shire Hall Working Group delegated with reviewing the two sites. Report to the next C&I Committee on the proposed governance arrangements.		
92.	<b>Programme Highlight Report</b>	John Macmillan	Revised This Land 'front page' document to be circulated to Committee.	Sent 18/04/18	Completed.
92.	<b>Programme Highlight Report</b>	John Macmillan	Include contextual information in covering report (e.g. how many sites had a green status).	In future progress reports will be provided by This Land.	Completed

94.	<b>Programme Highlight Report - Papworth</b>	Councillor Schumann/ John Macmillan	Councillor Schumann to write to Papworth Everard Parish Council	John Macmillan wrote to Papworth PC on 24/03/18	Completed.
95.	<b>Sale of Portfolio or properties to This Land</b>	John Macmillan	Delete second paragraph for Site 26 in Appendix 2 to the report.		Completed.
95.	<b>Sale of Portfolio or properties to This Land</b>	John Macmillan	Send Councillor Shellens (i) the Savills report for the Brampton site, (ii) sample email trail, informing Local Members of disposal of sites in their divisions.	(i) Sent 24/03/18; (ii) Sent 18/04/18.	Completed.
95.	<b>Sale of Portfolio or properties to This Land</b>	John Macmillan	Advice had been received on this aspect, and it was agreed that this would be sent to Councillor Shellens.	Sent 24/03/18	Completed.
95.	<b>Sale of Portfolio or properties to This Land</b>	John Macmillan	Include checklist (Local Member/ Parish/ surplus to requirements) would be included in future sales schedules.		
96.	<b>Tri-LEP Local Energy Investment and Delivery Strategy, and other strategic initiatives</b>	Sheryl French /Dawn Cave	Present the concept for a network of smart energy grids at a Member seminar.	Included as part of the Member Seminar on 13 April 2018.	Completed.
96.	<b>Tri-LEP Local Energy Investment and Delivery Strategy, and other strategic initiatives</b>	Sheryl French	Set up a workshop with County Council, South Cambridgeshire and Cambridge City councillors to share the concept for a network of smart energy grids.	No progress.	
98.	<b>Proposed Business Case to fund the roof works required at the Marwick Centre, March</b>	Julia Carroll	Clarity as to whether there had been a claim against the Council's Building Insurance to be circulated to Committee Members.	Email sent to Committee 17/04/18.	Completed.



**CAMBRIDGESHIRE 2020 GOVERNANCE**

**To:** Commercial and Investment Committee

**Meeting Date:** 27 April 2018

**From:** Deputy Chief Executive & Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** N/a                      **Key decision:** No

**Purpose:** What is the Committee being asked to consider?

**Recommendation:** It is recommended that the Committee:

- a) approves the governance structure as set out in paragraph 2.2.2 of this report;
- b) delegates all decisions that are not deemed as ‘tier 1’ decisions as identified within paragraph 2.2.2 of this report to the Deputy Chief Executive in consultation with the Chairman of the Committee (or Chairman of the Working Group)

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
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## **1. BACKGROUND**

- 1.1 In December 2017 the Commercial and Investments Committee considered a business case on the future operating model of the Council and the accommodation requirements to support a delivery model that is focussed on locality based service delivery. The Committee agreed that of the three options in the business case the only one that should not be considered further was the 'do nothing option'.
- 1.2 Given the importance of this decision the matter was further considered by Council on 20th March and the resolution of Council was as follows:

*It is recommended that the Council:-*

- a) Endorses the locality and partnership based approach upon which the model is based;*
- b) Endorses the decision of the Commercial and Investments Committee to remove the 'do nothing' option' with regards to the Council's future development of its headquarters and locality model*
- c) Confirms that the Council will retain a presence in Cambridge and that the public access to the site and its ancient monument status will be protected and;*
- d) Authorises the Commercial and Investment Committee to take all decisions necessary, or incidental, to the selection and delivery of a Hub and Spoke configuration model for the County Council.*

These recommendations were approved.

## **2. MAIN ISSUES**

### **2.1 The Working Group**

- 2.1.1 A cross party Member Working Group was established by the Commercial and Investment Committee and the Group oversaw the development and consideration of the business case that was then approved by the Committee in December of last year. The Working Group proved to be a positive element of the governance process as it facilitated the shape and design of the final proposal. The Working Group provided robust challenge outside of the committee process and it is believed this type of approach will continue to add value throughout the project.
- 2.1.2 There was some confusion during the recent phase of the project over whether the Working Group were expected to act as a communication conduit to their respective political groups. This resulted in different approaches being adopted and therefore a feeling that some Groups were less well informed than others. As long as this issue is completely clarified at the commencement of this next phase of the project it is proposed that the Working Group governance continues. The Working Group cannot have any decision making powers but will be engaged in the framing of proposals before they are considered by Commercial and Investments Committee where appropriate.
- 2.1.3 The membership of the Working Group will be broadened to include the local member for the new hub site. Additionally it will have the discretion to set up targeted sub-groups on specific key issues. C&I Committee will receive regular updates on project progress.

## **2.2 Project – Scheme of Delegations**

2.2.1 The Council operates a corporate Scheme of Delegation that is included within the Constitution to govern most governance processes. However given the complexities and inter-relationships of this project it is believed that setting out a project based governance structure and delegation framework will help facilitate the smooth running of this contract. The following proposal is therefore not intended to usurp the Constitution but to add some additional clarity to both officers and Members on what will be a very complicated and cross organisational project.

2.2.2 Although Council has delegated all future decisions regarding the project to the Commercial and Investments Committee it will not be practical for every decision to be taken within the committee democratic process. Therefore the following scheme of delegation sets out a decision making hierarchy specifically for this project. It proposes a three tier approach to decision making which can be summarised as follows:

### **Tier 1**

Key decisions that should be reserved for the committee democratic process.

### **Tier 2**

Decisions that flow directly from the overarching decisions made by the Committee. It is proposed that decisions of this nature are to be delegated to the Deputy Chief Executive in consultation with the Chairman of the Committee. In practice such matters will be considered by the Working Group even if this is electronically.

### **Tier 3**

Decisions of an operational matter that do not require political engagement as they are delivery decisions of those already made through tier 1 and 2 elements of the framework.

2.2.3 It is not possible to set out every decision that may be required over the lifetime of this project but the following is intended to illustrate the type of decisions that will be taken at the three different tiers of decision making.

### **Tier 1**

- Overall project budget – revenue and capital
- Location of new headquarters
- Commercial arrangements with partner organisations (spokes and hub)
- Formal disposal of Shire Hall campus or parts thereof
- Sale of the Old Police Station/Registration Office if not part of sale
- Communications Strategy
- Long term use of 42 Castle Street
- Design principles for new HQ and spokes
- Location of data centre

### **Tier 2**

- Appointment of consultants/additional professional capacity to support the delivery of the project
- Market brief for sale of Shire Hall

- Press statements/external communications
- Commercial negotiations with partner organisations
- Business transformation (post room/records digitisation)

#### Tier 3

- Construction of sale of Shire Hall data room
- Staff/Member engagement (including Union engagement)
- Development of detailed project plans and management reporting
- Project Board governance
- Support to Shire Hall Working Group
- Transport plan
- Operational guidelines
- Operating model
- Landlord/tenant SLA

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

#### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

There are no significant implications within this category.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications within this category.

#### **4.4 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.5 Engagement and Communications Implications**

There are no significant implications within this category.

#### **4.6 Localism and Local Member Involvement**

The local Member for the new hub will be included in the Working Group, thus strengthening involvement.



#### 4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	No Name of Officer:
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona Macmillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Chris Malyon
Have any engagement and communication implications been cleared by Communications?	No Name of Officer:
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Chris Malyon
Have any Public Health implications been cleared by Public Health	No Name of Officer:

#### 5. SOURCE DOCUMENTS

Source Documents	Location
C&I Committee December 2017 Council March 2018	<a href="#">Link</a> <a href="#">Link</a>



**FINANCE AND PERFORMANCE REPORT – FEBRUARY 2018**

**To:** Commercial and Investment Committee

**Meeting Date:** 27 April 2018

**From:** Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** N/a

**Key decision:** No

**Purpose:** To present to Commercial and Investment (C&I) Committee the February 2018 Finance and Performance Report for Commercial and Investment Committee.

The report is presented to provide C&I Committee with an opportunity to comment on the projected financial and performance outturn position, as at the end of February 2018.

**Recommendation:** The Committee is asked to:

- a) review, note and comment upon the report in the appendix

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Eleanor Tod	Cllrs Schumann and Hay	
Post:	Group Accountant	Chairman and Vice-Chairwoman	
Email:	<a href="mailto:Eleanor.Tod@cambridgeshire.gov.uk">Eleanor.Tod@cambridgeshire.gov.uk</a>	<a href="mailto:Joshua.schumann@hotmail.com">Joshua.schumann@hotmail.com</a>	
Tel:	01223 715333	<a href="mailto:Anne.hay@cambridgeshire.gov.uk">Anne.hay@cambridgeshire.gov.uk</a>	

## 1. BACKGROUND

- 1.1 Commercial and Investment (C&I) Committee will receive the Commercial and Investment Finance and Performance Report at all of its meetings, where it will be asked to review, note and comment on the report and to consider and approve recommendations as necessary, to ensure that the budgets and performance indicators for which the Committee has responsibility remain on target.

## 2. MAIN ISSUES

- 2.1 Attached as appendix A, is the February 2018 Finance and Performance report.
- 2.2 **Revenue:** At the end of February, C&I Committee is forecasting an overspend of £700k on revenue budgets. This has improved by £54k since last month and there are no new material variances to report.
- 2.3 **Capital:** Predicted in-year variances of £1.4m have been netted off against the Capital Programme Variations budget. This exceeds the variations budget of £720k, therefore at the end of December C&I Committee is forecasting that the element of the capital programme budget subject to a capital variations budget will be underspent by £674k at year-end.

In addition to this, an in-year underspend of £47.2m is reported on the Housing schemes as a result of the re-profiling reported in the December F&PR. This takes the total programme underspend to £47.9m 2017-18.

There are no new material variances (over £250k) to report.

- 2.4 There are no Commercial and Investment Committee **performance indicators** reported for February 2018.

## 3. ALIGNMENT WITH CORPORATE PRIORITIES AND SIGNIFICANT IMPLICATIONS

### 3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

### 3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

### 3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

### 3.4 Resource Implications

This report sets out details of the overall financial position for Commercial and Investment for this Committee.

### 3.5 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

### 3.6 Statutory, Risk and Legal Implications

There are no significant implications within this category, apart from those set-out in section 3.

### 3.7 Equality and Diversity Implications

There are no significant implications within this category.

### 3.8 Engagement and Consultation Implications

There are no significant implications within this category.

### 3.9 Localism and Local Member Involvement

There are no significant implications within this category.

### 3.10 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Are there any Equality and Diversity implications?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Are there any Localism and Local Member involvement issues?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
C&I Finance & Performance Report (February 18)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge



## Commercial and Investment

### Finance and Performance Report – February 2018

## 1. SUMMARY

### 1.1 Finance

Previous Status	Category	Target	Current Status	Section Ref.
Amber	Income and Expenditure	Balanced year end position	Amber	2.1 – 2.4
Green	Capital Programme	Remain within overall resources	Amber	3.2

## 2. INCOME AND EXPENDITURE

### 2.1 Overall Position

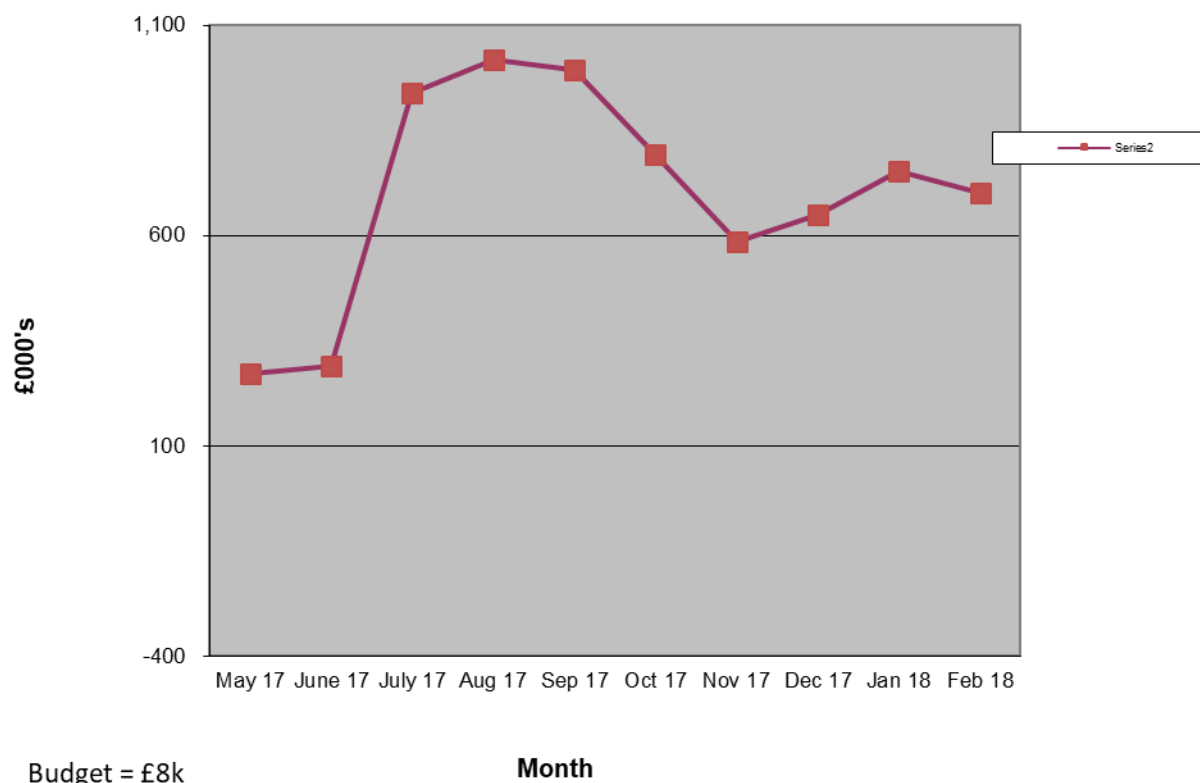
Original Budget as per BP (1)	Directorate	Current Budget	Forecast Variance - Outturn (Jan)	Forecast Variance - Outturn (Jan)	Forecast Variance - Outturn (Feb)	Forecast Variance - Outturn (Feb)	Current Status	DoT
£000		£000	£000	%	£000	%		
0	Commercial Activity	-1,624	612	38	612	38	Amber	↔
6,340	Property Services	6,314	-394	-6	-447	-7	Green	↑
-3,638	Strategic Assets	-3,936	349	9	409	10	Amber	↓
10	Traded Services To Schools and Parents	-724	187	26	126	17	Amber	↑
2,712	<b>Total</b>	<b>30</b>	<b>754</b>		<b>700</b>		<b>Amber</b>	↓

<sup>1</sup> The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan.

The service level budgetary control report for Commercial and Investment for February can be found in [C&I appendix 1](#).

Further analysis of the results can be found in [C&I appendix 2](#).

## Commercial & Investment Committee - Forecast Outturn Variance 2017/18 \*



\* Forecast outturn variances have been adjusted to reflect new budgets transferred to C&I.

### 2.2 Significant Issues – Commercial and Investment

Commercial and Investment is forecast to overspend by £700k in 2017/18, an improvement of £54k compared to last month.

A £60k increase is reported in the predicted overspend for Strategic Assets. This is due to legal costs and estate valuation fees within the County Farms budgets, and is offset by a -£53k change in the Property Services forecast outturn due to the predicted underspend on business rates budgets across the portfolio.

The forecast outturn position for Cambridgeshire Music has improved by £60k compared to last month. The £80k pressure previously reported on instrumental tuition has been mitigated by increased income resulting from a higher uptake of private tuition.

There are no material variances to report for February.



### **2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)**

No new items were recorded during February 2018.

A full list of additional grant income for Commercial and Investment can be found in [C&I appendix 3](#).

### **2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)**

The following virements were recorded in February to reflect changes in responsibilities.

	<b>£</b>	<b>Notes</b>
Transfer to C&I from LGSS Managed	22,076	Match funding re insurance charges
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Commercial and Investments can be found in [C&I appendix 4](#).

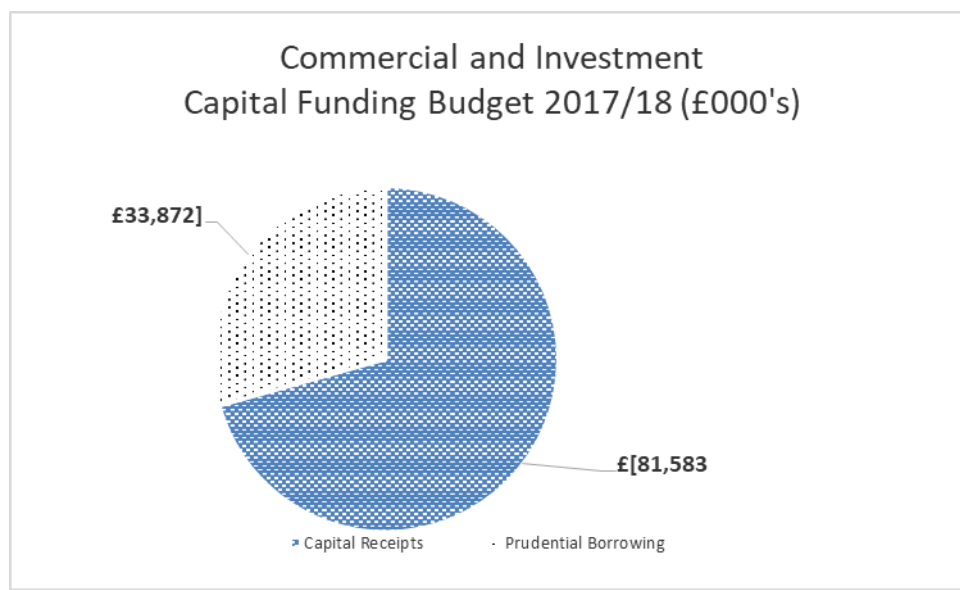
### 3. **BALANCE SHEET**

#### 3.1 **Reserves**

The Commercial and Investment reserves contain various earmarked reserves (held for specific purposes), as well a short term provision (held for a potential liability) and capital funding. A schedule of these reserves can be found in [C&I appendix 5](#).

#### 3.2 **Capital Expenditure and Funding**

Commercial and Investment Committee has a capital budget of £115m in 2017/18, which is funded by the following capital resources:



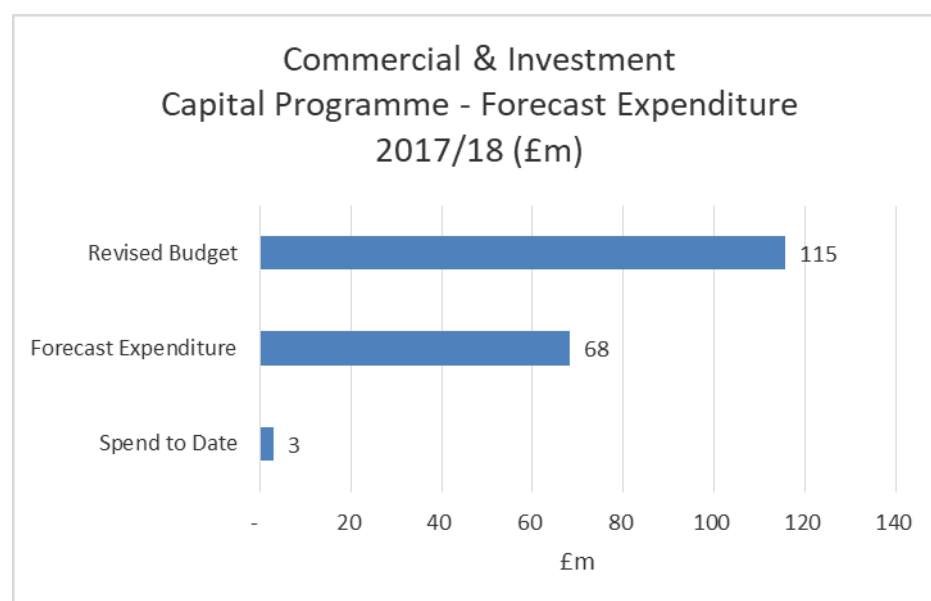
## Variations Budget

A summary of the use of capital programme variations budget is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Feb) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Feb) £000
C&I – Non-Housing	-720	-1,394	720	100%	-674

## Expenditure

Commercial and Investment Committee has expenditure of £2.7m to date on the Capital Programme, against forecast expenditure of £68m:



Predicted in-year variances of £1,394k have been netted off against the Capital Programme Variations budget. This exceeds the variations budget of £720k, therefore at the end of February C&I Committee is forecasting that the element of the capital programme budget subject to a capital variations budget will be underspent by £674k at year-end.

In addition to this, an in-year underspend of £47.2m is reported on the Housing schemes as a result of the previously reported re-profiling. This takes the total programme underspend to £47.9m in 2017-18.

Total scheme variances of £227k underspent are expected over the lifetime of the schemes.

It is reported that the Property Services capital budgets are predicted to underspend by £540k at year-end 2017/18, with underspends across a number of schemes:

- Office Portfolio Rationalisation (£180k) due to re-scheduling of the Office Portfolio Rationalisation works at Sawtry Youth Centre and Hereward Hall, which will now be completed in 2018/19.
- Building Maintenance (£140k) due to slippage on the Ely and St Neots Library Lift projects, with installation works now expected to be completed in 2018/19.
- Shire Hall Campus (£220k) resulting from reduced levels of spending on maintenance at the Shire Hall campus due to uncertainty over the future of the site.

The schemes are funded by prudential borrowing, therefore these underspends will result in a reduction in the C&I borrowing requirement. As a result, the total scheme variance is predicted to increase to a position of £617k underspent.

There are no material changes to report on expenditure budgets for February.

### Funding

As reported above, projected in-year variances now exceed the allowance made in the capital variation budget. The programme budget is therefore expected to be underspent by £47.9m at year-end, leading to a reduction of the same amount in the expected funding requirement.

As reported above, the Property services capital schemes are forecast to underspend by £540k at year-end. This results in a £540k reduction in the borrowing requirement for the C&I capital programme.

There are no material funding changes to report for February.

A detailed explanation of the position for Commercial and Investment Committee can be found in [C&I appendix 6](#).

## **4. PERFORMANCE**

- 4.1** Performance data for Commercial and Investment Committee is not currently available as performance indicators have not yet been set for the committee; work to review all indicators is still ongoing. As the committee starts to undertake commercial investment, relevant indicators will be developed in conjunction with the committee and subsequently exceptions will be reported against these.

## C&I APPENDIX 1 – Commercial and Investment Budgetary Control Report

The variances to the end of February 2018 for Commercial and Investment are as follows:

### Corporate Directorates

#### Budgetary Control Report 2017/18

The variances to the end of February 2018 for the Corporate Directorates are:

Original Budget as per BP £000	Service	Current Budget for 2017/18 £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Feb) %
<b><u>Commercial &amp; Investment</u></b>						
<u>Commercial Activity</u>						
0	Cambridge Housing Investment Company	-1,424	845	59	845	59
0	Other Commercial Activity	-200	-233	-117	-233	-117
0		-1,624	612	38	612	38
<u>Property Services</u>						
1,111	Building Maintenance	1,111	0	0	0	0
4,500	County Offices	4,576	-408	-9	-462	-10
718	Property Services	560	-39	-7	-39	-7
22	Property Compliance	68	53	79	53	79
-11	Capital Team	0	0	0	0	0
6,340		6,314	-394	-6	-447	-7
<u>Strategic Assets</u>						
766	Strategic Assets	803	349	43	349	43
-4,404	County Farms	-4,389	0	0	60	1
0	Grant Income	-350	0	0	0	0
-3,638		-3,936	349	9	409	10
<u>Traded Services to Schools and Parents</u>						
10	Traded Services to Schools and Parents	68	-160	-235	-160	-235
0	ICT Service (Education)	-200	-96	-48	-99	-50
0	Professional Development Centre Services	-71	0	0	0	0
0	Cambs Music	789	80	10	20	3
0	Outdoor Education (includes Grafham Water)	-77	130	169	136	176
0	Cambridgeshire Catering & Cleaning Services	-449	233	52	229	51
0	Grant Income	-784	0	0	0	0
10		-724	187	26	126	17
<b>2,712</b>	<b>COMMERCIAL &amp; INVESTMENT TOTAL</b>	<b>30</b>	<b>754</b>		<b>700</b>	
<b>MEMORANDUM - Grant Income</b>						
0	Music Education Hub Grant	-784	0	0	0	0
0	One Public Estate Grant	-350	0	0	0	0
<b>0</b>		<b>-1,134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## C&I APPENDIX 2 – Commentary on Forecast Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000, whichever is greater.

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Cambridge Housing Investment</b>	<b>-1,424</b>	<b>845</b>	<b>59</b>
<p>Reported in November 17 F&amp;PR, updated December 17:</p> <p>The Commercial and Investment budget reduced by £1.4m during November, following the transfer of budgets relating to the Housing Investment Company. As previously reported under Corporate and Customer Services, a £750k pressure is forecast in 2017/18 following the re-phasing of expected income streams from the Housing Investment Company. This forecast was updated to £845k in the December report.</p>			
<b>Other Commercial Activity</b>	<b>-200</b>	<b>-233</b>	<b>117</b>
<p>Reported in November 17 F&amp;PR:</p> <p>The Commercial and Investment budget reduced by £200k during November, following the transfer of the ESPO Dividend budget. The CCC share of the ESPO dividend for 2016/17 has been confirmed as £458k, exceeding the accrual of £400k which was made in the 2016/17 accounts; the £58k underspend was previously reported under LGSS Managed. A further surplus of £175k is being forecast this month for the 2017/18 dividend.</p>			
<b>County Offices</b>	<b>4,568</b>	<b>-462</b>	<b>-10</b>
<p>Reported in July 17 &amp; February 18 F&amp;PR:</p> <p>County Offices budgets are forecast to underspend by £462k at year-end. This reflects a £60k increase in the predicted underspend on business rates budgets across the portfolio. Members will be aware that the Council has increased public access to pay and display parking at the Shire Hall Campus and following successful implementation and marketing, this is now generating significant additional revenue income (£105k). The balance of the underspend is due to a rebate (£345k) for business rate costs following the leasing of the Castle Court office building to a student accommodation provider.</p>			
<b>Strategic Assets</b>	<b>803</b>	<b>349</b>	<b>43</b>
<p>Reported in July 17 F&amp;PR:</p> <p>Strategic assets budgets are predicting a £349k overspend at year end. This is due to the ending of shared service arrangements for Property and Asset services with LGSS. Whilst shared service arrangements applied the Council benefitted from savings made across partners. At the ending of the arrangements, budgets were disaggregated to the partners. As the equalisation between LGSS partners no longer applies for this service</p>			

Service	Current Budget £'000	Forecast Variance - Outturn £'000 %	
area, Cambridgeshire no longer receives the benefit of savings made at other partners and has a remaining deficit on the delivery of these services compared to the budget.			
Traded Services to Schools and Parents	68	-160	-235
Reported in October 17 F&PR:  The following Traded Services to Schools and Parents have been transferred from the Children and Young People Committee and are reported within the C&I tables: <ul style="list-style-type: none"><li>• ICT</li><li>• Professional Development Centre Services</li><li>• Cambridgeshire Music</li><li>• Outdoor Education (includes Grafham Water).</li></ul> An underspend of £160k is reported, following a review of likely income achievable and the related utilisation of equipment replacement reserves, in the Education ICT and Cambridgeshire Music Services.			
ICT Service (Education)	-200	-99	-50
Reported in the November 17, updated December 17 F&PR:  The ICT Service (Education) is predicted to underspend by £96k at year-end, following a substantial decrease in staffing due to some team members leaving.			
Cambridgeshire Music	789	20	3
Reported in January 18 F&PR, updated in February F&PR:  Cambridgeshire Music is currently forecasting an overspend of £20k. The £80k pressure previously reported against instrumental tuition has been mitigated by increased income resulting from a higher take up of private tuition. The service is investigating and reviewing chargeable activity and looking at mitigating actions for the current financial year by reviewing tutors' core hours. Additional Music Hub funding in 2018/19 for music tuition has been approved by the Arts Council South East Area Council, while further service planning can fully mitigate the issues.			
Outdoor Education (includes Grafham Water)	-77	136	176
Reported in September 17 F&PR, updated in January 18 and February F&PRs:  Outdoor Education is predicted to overspend by £136k, an increase of £6k compared to last month. This overspend is due to lower than anticipated levels of income being achieved, in part due to three late cancellations of residential bookings for March 2018, totalling £10k.			

Service	Current Budget £'000	Forecast Variance - Outturn £'000	%
<p>There is an ongoing pressure of £113k against Grafham Water which was identified during budget build. The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the service.</p> <p>Further, a £9k under recovery is now being forecasted against Stibbington Centre which has an overall income target of £18k. Under recovery here will also be addressed as part of the ongoing review of Outdoor Education services.</p>			
<b>Cambridgeshire Catering &amp; Cleaning Services</b>	<b>-449</b>	<b>229</b>	<b>51</b>
<p>Reported in August 17 F&amp;PR, updated January 2018:</p> <p>CCS reported a forecast surplus contribution of £183k in August; an under recovery of £266k. This had increased from the £216k pressure identified at budget build, and the £185k reported in July to CYP Committee. The movement primarily related to prior months' costs that weren't included in the July forecast, notably higher than expected variable staff hours from July paid in August.</p> <p>CCS currently forecasts an under recovery of £229k for 2017/18. The forecast has improved by £37k against the £266k reported in August. This movement relates to revised staff and provision cost forecasts, 3 new school contracts, lower than budgeted insurance and buoyant meal sales through the colder weather period. In addition, the HofS and Client Development posts have been held vacant since June, enabling an in year saving of £102k. However, CCS will no longer be supplying 3 schools within the Diamond Learning Trust from January 2018 following the conclusion of a tender process.</p> <p>The outturn will largely be determined by the service's success in achieving the targets for the take-up of school meals, and the related staffing costs by managing the staffing resources to maintain service provision through the winter period.</p> <p>The Transformation team have worked with CCS during the last few months to undertake the Outcome Focus Review (OFR), which has now reported to C&amp;I. The decision was taken in the February C&amp;I committee to close the service in 2018/19 in line with the proposed exit strategy.</p>			



### C&I APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which was not built into base budgets.

Grant	Awarding Body	Expected Amount £000	Reported
<b>Grants as per Business Plan</b>			
One Public Estate	Cabinet Office	260	July 17
One Public Estate	Cabinet Office	90	September 17
Music Education Hub Grant		784	September 17
<b>Total Grants 2017/18</b>		<b>1,134</b>	

### C&I APPENDIX 4 – Virements and Budget Reconciliation

	£000	Reported
<b>Budget as per Business Plan</b>	<b>2,702</b>	
Business Plan adjustments	44	May 17
Transfer of Apprenticeship Levy from CS to C&I	6	May 17
Transfer of Energy Team from C&I to ETE	-58	May 17
Non-material virements (+/- £30k)	11	June 17
Transfer of LGSS savings from C&I to LGSS Cambridge Office	-349	July 17
Transfer of CCS budgets to C&I from C&YP	-449	August 17
Transfer from C&YP to C&I of Traded Services to Schools and Parents	-343	September 17
Head of Service – Traded Services	68	October 17
Transfer of CHIC costs from Debt Charges to C&I Committee	-1,424	November 17
Transfer of ESPO dividend budget from LGSS Managed to C&I	-200	November 17
Transfer from LGSS Managed of match funding re Insurance charges	22	February 18
<b>Current Budget 2017/18</b>	<b>30</b>	

## C&I APPENDIX 5 – Reserve Schedule

### 1. Commercial and Investment Reserves

Fund Description	Balance at 31 March 2017	Movements in 2017/18	Balance as at 28 February 2018	Forecast Balance at 31 March 2018	Notes
	£'000	£'000	£'000	£'000	
<b>Equipment Reserves</b>					
The ICT Service (Education)	726	0	726	680	1
subtotal	726	0	726	680	
<b>Other Earmarked Funds</b>					
Manor school site demolition costs	362	53	415	468	2
Cambs Music Reserve	80	0	80	80	3
subtotal	442	53	495	548	
<b>Short Term Provisions</b>					
SPV provision	24	0	24	24	
subtotal	24	0	24	24	
<b>SUBTOTAL</b>	<b>1,192</b>	<b>53</b>	<b>1,245</b>	<b>1,252</b>	
<b>Capital Reserves</b>					
General Capital Receipts	0	3,100	3,100	0	4
subtotal	0	3,100	3,100	0	
<b>TOTAL</b>	<b>1,192</b>	<b>3,152</b>	<b>4,345</b>	<b>1,252</b>	

#### Notes

- 1 The reserve is committed to the replacement of essential equipment, which will be implemented before the end of March 2018.
- 2 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 3 Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose-built accommodation.
- 4 Capital Receipts will be used to fund the capital programme at year-end.

## C&I APPENDIX 6 – Capital Expenditure

### 1. Capital Expenditure Summary 2017/18

Commercial & Investment Capital Programme 2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP £000	Scheme	Revised Budget for 2017/18 £000	Actual Spend 2017/18 £000	Forecast Spend - Outturn £000	Forecast Outturn Variance £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
113,476	Commercial Activity						
	Housing Schemes	112,209	879	65,000	(47,209)	183,226	-
113,476	Property Services	112,209	879	65,000	(47,209)	183,226	-
	- Office Portfolio Rationalisation	200	16	20	(180)	345	-
600	Building Maintenance	600	359	460	(140)	5,579	(140)
550	Shire Hall Campus	550	238	330	(220)	5,502	(220)
1,150	Strategic Assets	1,350	614	810	(540)	11,426	(360)
350	Local Plans Representations	350	263	263	(87)	3,902	(87)
500	County Farms Viability	818	623	818	-	4,017	-
	- Renewable Energy Soham	775	486	490	(285)	9,994	(170)
482	MAC Joint Highways Project	482	-	-	(482)	5,198	-
	- Shire Hall Relocation	171	29	171	-	16,606	-
	- Other Committed Projects	20	20	20	-	225	-
1,332		2,616	1,421	1,762	(854)	39,942	(257)
(550)	Capital Programme Variations	(720)	-	-	720	(487)	-
115,408	TOTAL	115,455	2,913	67,572	(47,883)	234,107	(617)

## **2. Previously Reported Amendments – Capital Expenditure Budgets 2017/18**

<b>Capital Scheme</b>	<b>2017/18 Original Budget £000</b>	<b>2017/18 Revised Budget £000</b>
<b>Energy Efficiency Fund</b>	<b>250</b>	<b>-</b>
<p>Reported in July 17 F&amp;PR:</p> <p>The Commercial and Investment capital programme budget reduced by £250k due to the removal of the Energy Efficiency Fund budget, which transferred to Economy, Transport and Environment Committee.</p>		
<b>Sawston Community Hub</b>	<b>-</b>	<b>-</b>
<p>Reported in July 17 F&amp;PR, updated in November 17 F&amp;PR:</p> <p>The Sawston Community Hub scheme transferred from LGSS Managed to Commercial &amp; Investment in July 17. It had a 2017/18 budget of £1.2m (before changes to budget – see below); alongside this the capital programme variations budgets for Commercial &amp; Investment and LGSS Managed have been realigned, so the variations budget for Commercial &amp; Investment has returned to 20% of its budget (excluding housing schemes).</p> <p>The scheme subsequently transferred to Highways and Community Infrastructure Committee in November 17, resulting a reduction of £1.4m in the C&amp;I capital expenditure budget.</p>		
<b>County Farms Viability</b>	<b>500</b>	<b>818</b>
<p>Reported in November 17 F&amp;PR: (** Revised budget figure of £621k included £121k carry forward from 2016/17)</p> <p>In 2017/18, County Farms Investment expenditure has been dominated by three large investments totalling £640k, comprising:</p> <ul style="list-style-type: none"> <li>• a new cold store and HGV loading facilities to a holding at Milton</li> <li>• the conversion of a farm building to a farm shop and café near Farcet, Peterborough</li> <li>• extension to a dwelling at Benwick, near Chatteris.</li> </ul> <p>Additional requests for investment on the estate have included improvements to farm yards and buildings, security fencing, an equine arena and the installation of 3 phase electricity. The tenants have all agreed an Improvement Charge to provide a return on each project of 7%.</p> <p>The 2017/18 budget of £621k, which includes £121k funding carried forward from 2016/17, was forecast to be overspent by £197k, however, the overall budget will produce £55k additional revenue income for County Farms. At present, it is not</p>		

Capital Scheme	2017/18 Original Budget £000	2017/18 Revised Budget £000
<p>anticipated that there will be any further new projects to come forward during the current financial year.</p> <p>General Purposes Committee approved the additional budget of £197k at its meeting on 23 January. This revision required an increase of £197k to the Prudential Borrowing requirement.</p>		
<b>Shire Hall Relocation Project</b>	-	171
<p>Reported in December 17 F&amp;PR:</p> <p>General Purposes Committee approved additional budget of £171k in 2017/18 for the Shire Hall relocation project. This is to cover the cost of the business case and feasibility studies for the project, as detailed in the business case that was agreed as part of the Business Plan by C&amp;I in December, and subsequently by Full Council in February 18. The initial total cost over the lifetime of the scheme is expected to be £16.6m and this will be funded from borrowing.</p>		
<b>Capital Programme Variations</b>	<b>-550</b>	<b>-720</b>
<p>The Capital Programme Variations budget has been recalculated each time a scheme has moved in or out of the Commercial &amp; Investment budget, or as a result of any other changes to budget.</p>		

### **3. Previously Reported Amendments - Total Scheme Expenditure Budgets**

<b>Capital Scheme</b>	<b>Total Scheme Original Budget £000</b>	<b>Total Scheme Revised Budget £000</b>
<b>Sawston Community Hub</b>	-	-
<p>Reported in July 17 F&amp;PR, updated November 17:</p> <p>The Sawston Community Hub scheme was placed on hold in 2016/17, following delays arising from prolonged negotiations with the parish council and the village college, before the planning application could be submitted. The scheme has since been reviewed, and following market testing the total scheme costs have now been re-assessed at £1.502m. This represents an increase of £178k over the estimated total scheme costs at Milestone 3+ (£1.324m), and an increase of £193k in the total scheme budget as recorded in the Business Planning proposals for 2017/18 (£1.309m); the programme budget had previously remained at the original estimate of £1.309m pending further review of the scheme. This cost increase is due to the actual cost inflation of materials over the period the project was delayed and issues arising from detailed design work.</p> <p>General Purposes Committee approved the revised budget of £1.502m at its meeting on 19th September. This revision required an increase of £193k to the Prudential Borrowing requirement.</p> <p>As reported above, the Sawston Community Hub scheme subsequently transferred to Highways and Community Infrastructure Committee in November 17, with a total scheme budget of £1.5m.</p>		
<b>County Farms Investment</b>	<b>3,820</b>	<b>4,017</b>
<p>Reported in November 17 F&amp;PR:</p> <p>As reported above, General Purposes Committee approved additional budget of £197k at its meeting on 23 January, to fund additional requests for investment on the farms estate. This investment will produce £55k additional revenue income for County Farms. This revision required an increase of £197k to the Prudential Borrowing requirement.</p>		
<b>Shire Hall Relocation Project</b>	-	<b>16,606</b>
<p>Reported in December 17 F&amp;PR:</p> <p>As reported above, Full Council approved budget of £16,606 over the lifetime of the scheme as part of the 2018/19 Business Plan; this will be funded from borrowing.</p>		

#### **4. Previously Reported Exceptions – Capital Expenditure 2017/18**

<b>Capital Scheme</b>	<b>Current Budget 2017/18 £000</b>	<b>Forecast Variance - Outturn £000</b>
<b>Housing Schemes</b>	<b>112,209</b>	<b>-47,209</b>
<p>Reported in May 17, August 17 and December 17 F&amp;PRs:</p> <p>The Housing Scheme budgets initially reflected the proposals included in the 2017/18 Business Plan. The CHIC financial model was under review and any changes were anticipated to be reported when further information became available. Planning permission has been actively progressed on schemes in order to maximise asset values.</p> <p>This position was subsequently amended in December when an underspend of £47,209k on the housing schemes was reported. As has previously been reported in separate papers to the committee, the Housing Schemes have not progressed as quickly as originally anticipated in the initial draft model that was created for the 2017-18 Business Planning process. The company's financial model has been refined and updated over the last few months, alongside the progression of work on seeking planning permission, declaring assets surplus and moving towards a position of being able to dispose of the properties before the end of the financial year. The Council is now therefore in a position to update the current year forecast in line with this work and as such, is reporting a £47,209k in-year underspend. This is subject to change following further progress of valuation work, by an external agent, as part of the portfolio sale. Account has already been taken of this re-phasing in future year budgets.</p>		
<b>Renewable Energy Soham</b>	<b>775</b>	<b>-285</b>
<p>Reported in August 17 F&amp;PR:</p> <p>The Renewable Energy Soham scheme is currently predicted to underspend by £285k in 2017/18. Of this underspend, £170k represents a reduction in the expected final cost of the project, leading to a predicted underspend against the total scheme budget, and £116k budget will be required to meet retention costs in 2018/19.</p>		
<b>Sawston Community Hub</b>	<b>1,401</b>	<b>-500</b>
<p>Reported in August 17 F&amp;PR:</p> <p>The Sawston Community Hub scheme is forecasting an underspend of £500k in 2017/18. This is due to delays in the build start date which may push some works back into 2018/19 and retention costs which will now be due in 2018/19; the total scheme cost is not affected. As reported above, the Sawston Community Hub scheme subsequently transferred to Highways and Community Infrastructure Committee in November 17.</p>		

<b>Local Plans and Representations</b>	<b>350</b>	<b>-87</b>
<p>Reported in September 17 F&amp;PR:</p> <p>The Local Plans and Representations budget is predicted to underspend by £87k in 2017/18, and this will reduce the total cost of the scheme by the same amount. There will be a reduced budget requirement for this function in future years as more projects are developed by CHIC; this change is being addressed in the Business Planning proposals for 2018/19.</p>		
<b>Capital Programme Variations</b>	<b>-720</b>	<b>720</b>
<p>Reported in September 17 F&amp;PR, updated in November 17:</p> <p>As previously reported the capital programme figures include a revised Capital Programme Variations target, which effectively reduces the programme budget. As forecast underspends start to be reported, these are netted off against the forecast outturn for the variation budget, resulting in a forecast balanced budget up until the point when slippage exceeds the variation budget.</p> <p>The Capital Programme Variations budget has been adjusted to reflect the transfer of the Sawston Community Hub scheme, resulting in a reduction of £280k in the Capital Programme Variations budget for Commercial and Investment.</p>		
<b>MAC Joint Highways</b>	<b>482</b>	<b>-482</b>
<p>Reported in November 17 F&amp;PR:</p> <p>The project is predicted to underspend by £482k in 2017/18. Although some of the partners have withdrawn, the Highways Agency are engaged, but it is not envisaged that there will be any spend in this financial year. The project has received One Public Estate revenue grant funding of £50k which is being used for some initial feasibility work. The future of the scheme will be clearer when the next project meeting is held before this year end.</p>		



## C&I APPENDIX 7 – Capital Funding

### 1. Capital Funding Summary 2017/18

Commercial and Investment Capital Programme 2017/18					
Original 2017/18 Funding Allocation as per BP £000	Source of Funding		Revised Funding for 2017/18 £000	Forecast Outturn Spend (Feb) £000	Forecast Outturn Funding Variance (Feb) £000
81,583	Capital Receipts	C&I	81,583	1,323	(80,260)
33,825	Prudential Borrowing	C&I	33,872	66,249	32,377
<b>115,408</b>	<b>TOTAL</b>		<b>115,455</b>	<b>67,572</b>	<b>(47,883)</b>

### 2. Previously Reported Amendments – Capital Funding Budgets 2017/18

Capital Scheme	Original Budget 2017/18 £000	Revised Budget 2017/18 £000																		
<b>Roll Forwards (Prudential Borrowing)</b>	<b>982</b>	<b>2,098</b>																		
<p>Reported in May 17 F&amp;PR:</p> <p>Commercial and Investment Committee was asked to approve the carry forward of funding from 2016/17 into 2017/18 for the following schemes:</p> <table> <tr> <th>Scheme</th><th>£000</th><th>Notes</th></tr> <tr> <td>County Farms Viability</td><td>121</td><td>Carry forward £121k re Bettys Nose &amp; Whitehall farm shop.</td></tr> <tr> <td>OtherCommitted Projects - K2</td><td>20</td><td>Roll forward balance of K2 funding (£20k) to fund continuing work on CCC implementation</td></tr> <tr> <td>Soham Solar Farm</td><td>775</td><td>Final network and construction costs of £315k and a retention payment of £460k are due in 17/18. A scheme underspend of £340k is forecast.</td></tr> <tr> <td>Office Rationalisation</td><td>200</td><td>Ongoing work on office rationalisation, moves and co-location projects - including Sawtry, Hill Rise, Shire Hall, Hereward Hall, Butts Grove, Scott House/Stanton House and Meadows closure.</td></tr> <tr> <td></td><td>1,116</td><td></td></tr> </table>			Scheme	£000	Notes	County Farms Viability	121	Carry forward £121k re Bettys Nose & Whitehall farm shop.	OtherCommitted Projects - K2	20	Roll forward balance of K2 funding (£20k) to fund continuing work on CCC implementation	Soham Solar Farm	775	Final network and construction costs of £315k and a retention payment of £460k are due in 17/18. A scheme underspend of £340k is forecast.	Office Rationalisation	200	Ongoing work on office rationalisation, moves and co-location projects - including Sawtry, Hill Rise, Shire Hall, Hereward Hall, Butts Grove, Scott House/Stanton House and Meadows closure.		1,116	
Scheme	£000	Notes																		
County Farms Viability	121	Carry forward £121k re Bettys Nose & Whitehall farm shop.																		
OtherCommitted Projects - K2	20	Roll forward balance of K2 funding (£20k) to fund continuing work on CCC implementation																		
Soham Solar Farm	775	Final network and construction costs of £315k and a retention payment of £460k are due in 17/18. A scheme underspend of £340k is forecast.																		
Office Rationalisation	200	Ongoing work on office rationalisation, moves and co-location projects - including Sawtry, Hill Rise, Shire Hall, Hereward Hall, Butts Grove, Scott House/Stanton House and Meadows closure.																		
	1,116																			
<b>Housing Scheme Rephasing (Prudential Borrowing)</b>	<b>113,476</b>	<b>112,209</b>																		
<p>Reported in May 17 F&amp;PR:</p> <p>A reduction of £1.3m in respect of Housing Scheme funding which was brought forward from 2017/18 to fund expenditure in 2016/17.</p>																				

<b>Capital Programme Variations (Prudential Borrowing)</b>	<b>-550</b>	<b>-720</b>
<p>Reported in May 17 F&amp;PR:</p> <p>The Capital Programme Variations budget has been recalculated each time a scheme has moved in or out of the Commercial &amp; Investment budget, or as a result of any other changes to budget.</p>		
<b>Energy Efficiency Fund (Prudential Borrowing)</b>	<b>250</b>	<b>-</b>
<p>Reported in July 17 F&amp;PR:</p> <p>The Energy Efficiency Fund budget of £250k transferred to Economy, Transport and Environment Committee, therefore the Commercial and Investment Committee borrowing requirement reduced by this amount.</p>		
<b>Sawston Community Hub (Prudential Borrowing)</b>	<b>-</b>	<b>-</b>
<p>Reported in July 17 F&amp;PR, updated November 17 F&amp;PR:</p> <p>The Sawston Community Hub scheme transferred to the Commercial &amp; Investment Committee with an approved 2017/18 budget of £1.2m (and a request for additional funding of £0.2m – see below).</p> <p>In November 17 the scheme transferred to Highways and Community Infrastructure Committee, resulting in a £1.4m reduction in the Commercial and Investment borrowing requirement</p>		
<b>County Farms Investment (Prudential Borrowing)</b>	<b>500</b>	<b>818</b>
<p>Reported in November 17 F&amp;PR:</p> <p>General Purposes Committee approved additional budget of £197k at its meeting on 23 January, to fund additional requests for investment on the farms estate. This revision required an increase of £197k to the Prudential Borrowing requirement. This increase is in addition to £121k of funding carried forward from 2016/17, as described above.</p>		
<b>Shire Hall Relocation Project</b>	<b>-</b>	<b>171</b>
<p>Reported in December 17 F&amp;PR</p> <p>As reported above, additional borrowing of £171k will be required to fund the expected costs of the Shire Hall relocation project in 2017/18.</p>		

### **3. Previously Reported Amendments - Total Scheme Funding Budgets**

<b>Capital Scheme</b>	<b>Total Scheme Original Budget £000</b>	<b>Total Scheme Revised Budget £000</b>
<b>Sawston Community Hub (Prudential Borrowing)</b>	-	-
<p>Reported in July 17 F&amp;PR, updated in November 17 F&amp;PR:</p> <p>General Purposes Committee approved an increase of £193k in budget for the scheme, resulting in an increased borrowing requirement of this amount.</p> <p>In November 17 the scheme transferred to Highways and Community Infrastructure Committee, resulting in a £1.4m reduction in the Commercial and Investment borrowing requirement.</p>		
<b>County Farms Investment</b>	<b>3,820</b>	<b>4,017</b>
<p>Reported in November 17 F&amp;PR:</p> <p>As reported above, General Purposes Committee approved additional budget of £197k at its meeting on 23 January, to fund additional requests for investment on the farms estate. This revision required an increase of £197k to the Prudential Borrowing requirement.</p>		
<b>Shire Hall Relocation Project</b>	-	<b>16,606</b>
<p>Reported in December 17 F&amp;PR</p> <p>As reported above, it is estimated that additional borrowing of £16,606k will be required to fund the costs of the Shire Hall relocation project over the lifetime of the scheme.</p>		

#### 4. Previously Reported Exceptions – Capital Funding 2017/18

Capital Scheme	Current Budget 2017/18 £000	Forecast Variance - Outturn £000
<b>General Capital Receipts</b>	<b>81,583</b>	<b>-80,260</b>
<p>Reported in September 17, November 17, December 17 F&amp;PRs:</p> <p>The capital receipts forecast for 2017/18 was increased by £1.9m in September 17 to reflect additional monies received, including a £3m receipt in respect of land at Bassenhally (Phase 2). This increase is partly offset by a £350k reduction in capital receipts funding for C&amp;I schemes, which is replaced by an increase in borrowing for C&amp;I schemes. This reduction is as a result of a capital funding adjustment relating to the Mosaic project within Corporate Services, which necessitates £350k of Mosaic expenditure to be funded from capital receipts.</p> <p>Following a review of the Mosaic project, it was determined that £350k of Mosaic revenue costs can be classified as transformation work and is therefore eligible to be charged to capital and funded from capital receipts in 2017/18. These costs can only be classified as capital under the government directive on flexible use of capital receipts; therefore they must be funded by capital receipts rather than any other source of capital funding. This adjustment removes a pressure on the Mosaic revenue budget, bringing both revenue and capital budgets in on target. The overall level of funding through capital receipts and borrowing across the two committees is unchanged by this adjustment.</p> <p>In November 17 the capital receipts forecast was increased by £345k to reflect the latest estimates for predicted sales. This increase was partly offset by a capital funding adjustment relating to the capitalisation of Transformation Team costs. It was identified that an additional £86k of Transformation Team costs may need to be capitalised, and these costs can only be funded by capital receipts, under the flexible use of capital receipts government directive. It is currently estimated that £64k of additional Transformation Team costs will need to be capitalised, therefore this adjustment will result in a revised reduction of £64k in the use of capital receipts funding for C&amp;I schemes and a matching increase in Commercial and Investment borrowing.</p> <p>A capital funding adjustment was required in December 17, in relation to the Capitalisation of Corporate Redundancies budget within Corporate Services and Transformation. This budget was forecast to overspend by £328k in 2017-18, due to additional redundancy costs including the cost of the AL&amp;S restructure (£160k). This forecast overspend has now increased to £497k, due to additional redundancy costs within P&amp;C, including a further £85k relating to the AL&amp;S restructure. Transformation costs can only be classified as capital under the government directive on flexible use of capital receipts, which permits capital receipts to be used to fund transformation work, therefore they must be funded by capital receipts rather than any other source of capital funding. This necessitates a corresponding reduction in capital receipts funding in the Commercial &amp; Investment capital programme, offset by an increase of £497k in the C&amp;I</p>		

Capital Scheme	Current Budget 2017/18 £000	Forecast Variance - Outturn £000
<p>borrowing requirement. C&amp;I was asked to acknowledge the impact on the level of borrowing required within the C&amp;I capital programme.</p> <p>As noted above, the forecast outturn position for the Housing Schemes has been revised, and as such there will be a corresponding reduction in the use of capital receipts to fund this scheme of £47,209k. In addition, the funding profile has now also been updated to reflect the situation relating to commercial investment, which was agreed as part of the 2018/19 Business Plan by Full Council on 6 February 2018. The capital receipts generated by the sale of land to the company will now to be used to fund other commercial investment, and as a result it is necessary to reduce the use of capital receipts to fund the Housing schemes by £34,374k and increase the level of prudential borrowing by an equivalent amount. Due to the nature of how the scheme is managed, updating the funding position at this point in time does not directly impact upon the revenue position, as this has been forecast separately.</p>		
<b>Prudential Borrowing</b>	<b>33,872</b>	<b>32,377</b>
<p>Reported in September 17, November 17, December 17 F&amp;PRs:</p> <p>As reported above in relation to Capital Receipts, the prudential borrowing forecast has increased or decreased to off-set decreases or increases in the Capital Receipts outturn position.</p> <p>In addition, as reported in November 17 F&amp;PR, the MAC Joint Highways Project is expected to underspend by £482k in 2017/18, resulting in a reduced borrowing requirement.</p>		



# COMMERCIAL AND INVESTMENT COMMITTEE AGENDA PLAN

Published on 3rd April 2018  
Updated 19<sup>th</sup> April 2018



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

**The following are standing agenda items which are considered at every Committee meeting:**

- Minutes of previous meeting and Action Log;
- Finance and Performance Report;
- Agenda Plan, Appointments to Outside Bodies and Training Plan;
- Programme Status Report.

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>27/04/18</b>	Disposals report	Chris Malyon	n/a	16/04/18	18/04/18
	Shire Hall 2020 governance	Chris Malyon	n/a		
	Location of new Council Headquarters + <i>[Reason for the meeting to be held in private - Information relating to the financial or business affairs of any particular person [including the authority holding that information]].</i>	Nikitta Vanterpool	2018/050		

<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>25/05/18</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	n/a	16/05/18	17/05/18
	Outline business case for Smart Energy Grids for Trumpington and Babraham park and ride sites	Sheryl French	n/a		
	Process for declaring assets surplus to requirements	John Macmillan	n/a		
	Report back from Cambridgeshire Music Member Reference Panel	Matthew Gunn	n/a		
<b>22/06/18</b>	Closed Landfill Sites (x5) energy project feasibility	Cherie Gregoire	N/a	12/06/18	14/06/18
	High Level Assessment of Battery Storage project at Wolvey Holes Farm	Cherie Gregoire/ Hugo Mallaby	n/a		
	Smart Energy Grid, Power Purchase Agreement	Sheryl French	2017/030		
<b>20/07/18</b>	Update on arrangements for schools currently using CCS for school meals	Sass Pledger	n/a	11/07/18	12/07/18
<b>17/08/18</b>				08/08/18	09/08/18
<b>14/09/18</b>				05/09/18	06/09/18
<b>19/10/18</b>				10/10/18	11/10/18
<b>23/11/18</b>				14/11/18	15/11/18
<b>14/12/18</b>				05/12/18	06/12/18
<b>18/01/19</b>				09/01/19	10/01/19
<b>22/02/19</b>				13/02/19	14/02/19
<b>22/03/19</b>				13/03/19	14/03/19



<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>26/04/19</b>				15/04/19	16/04/19
<b>24/05/19</b>				15/05/19	16/05/19

To be programmed: Oasis Centre, Wisbech (Hazel Belchamber);



<b>COMMERCIAL AND INVESTMENT COMMITTEE TRAINING PLAN</b>			<b>The Training Plan below covers those sessions that have already taken place. Members are asked to identify areas where they feel additional training would be beneficial.</b>		
<b>Ref</b>	<b>Subject</b>	<b>Desired Learning Outcome/Success Measures</b>	<b>Date</b>	<b>Responsibility</b>	<b>Attendance by:</b>
1.	Introductory Session for the Commercial & Investment Committee	The Committee's remit, focus on work areas e.g. CHIC, Strategic Estates, Facilities Management and Horizon Scanning	26th May 2017	Chris Malyon/ John Macmillan	C&I
2.	CHIC Workshop		27 <sup>th</sup> June 2017	Chris Malyon/ David Gelling/ David Bethell/ John Macmillan	C&I
3.	Business Planning Session		15 <sup>th</sup> September 2017	Chris Malyon/ James Wilson	C&I
4.	Asset & Risk Workshop	<ul style="list-style-type: none"> <li>• Asset Strategy</li> <li>• CHIC</li> <li>• Risk approach and risk register</li> <li>• Site tenure mix and retention of rental housing</li> <li>• Affordable housing</li> <li>• Community Land Trusts</li> </ul>	20 <sup>th</sup> October 2017	Chris Malyon/Stephen Conrad/ David Gelling	C&I
5.	This Land Performance Workshop		12 <sup>th</sup> March 2018	David Gelling/David Bethell /Chris Malyon/John Macmillan	C&I

